

Pandemic Planning & Preparedness: A Business Perspective

August 3, 2007

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WORLD ACCESS®

About World Access

World Access offers value added insurance and assistance products designed to help make life simpler and more financially secure for its clients and their customers.

Many of the company's products and services address the emergency and information-related needs of Americans when they are away from home.

Founded in 1983, World Access is a member of the Mondial Assistance Group the world's largest travel insurance and assistance company. The Mondial Assistance Group, is owned by Allianz AG, one of the world's largest insurers.

World Access is headquartered in Richmond, Virginia, and maintains a subsidiary company in Waterloo, Ontario, Canada. World Access employs over 600 people.

About Lisa Picard

Lisa Picard joined World Access in 2006 to grow the enterprise Security Program and enhance the enterprise Business Continuity Program, including components of emergency response and disaster recovery. Lisa developed an acquaintance with the Henrico County Health Department while drafting the World Access Pandemic Response Plan, 2006.

Formerly with GE Financial Assurance, Lisa has over nine years of hands-on experience in the areas of private sector information security, business continuity, compliance and audit, a career direction that began with Y2K.

Education & Professional Credentials

Foundation Certificate in IT Service Management

Certified Information Systems Auditor (CISA)

Certified Information System Security Professional (CISSP)

Masters Certificate, Criminal Justice, Virginia Commonwealth University

Certified Green Belt in Six Sigma, General Electric Company

Bachelor of Applied Science, Criminal Justice, Virginia Commonwealth University

Pandemic Planning & Preparedness

A Business Perspective

I. Private Sector Pandemic Preparedness

Business & Industry Requirements
Continuity Framework

II. Risk Impact Analysis & Business Impact Analysis

Global
National
State & Local

III. Planning & Preparedness

Strategy
Tactical Plans
Resources & Relationships

I. Private Sector Emergency Preparedness

Industry Requirements

Survival - Primary

- ◆ Business
- ◆ Staff
- ◆ Customers
- ◆ Product Line
- ◆ Reputation

Compliance – Secondary*

- ◆ SOX404 – CoSo/CoBiT
- ◆ HIPAA/GLBA
- ◆ Payment Card Industry (PCI)
- ◆ NIST/FIPS

Organizations that cannot maintain security & compliance in a crisis or recovery state may be subject to breach, fines, sanctions and other negative consequences.

I. Private Sector Emergency Preparedness Continuity Framework

Framework Options

- ◆ CoSo/CoBiT
- ◆ DRJ/EAB (ARMA, DRII, FSTC and NFPA)
 - ◆ Generally Accepted Business Continuity Practices
- ◆ Business Continuity Institute (BCI)
 - ◆ Good Practice Guidelines
- ◆ International Standards Organization
 - ◆ ISO/IEC 17799; 27001
- ◆ Joe Shmo's Most Excellent BCP Framework, Etc.

Businesses should build and integrate bio-hazard scenario plans within the context of existing BCP/DR frameworks.

II. Risk Impact Analysis & Business Impact Analysis

Global Risk

World-wide impact

- ◆ Billions in losses due to lost productivity and medical expenses
- ◆ Limitations and restrictions on public gathering, travel, freight
- ◆ Surge acquisition and hoarding of company products or services
- ◆ Key supply and distribution networks impacted
- ◆ All businesses, hospitals and government agencies hit simultaneously

Business Impact

- ◆ International Customers/Clients
- ◆ Supply Chain & Distribution Channels

When-not-If scenario requires businesses to get involved now, taking pro-active responsibility for the survival of their business and their employees.

II. Risk Impact Analysis & Business Impact Analysis

National Risk

United States Risk¹

Absent or limitation of vaccination or drugs, United States "medium-level" pandemic impact:

- ◆ 20 to 47 million people sick
- ◆ 314,000 to 734,000 hospitalizations & 18 to 42 million outpatient visits
- ◆ 89,000 to 207,000 deaths
- ◆ \$71.3 to \$166.5 billion economic impact

Business Impact

- ◆ Destabilization effect
- ◆ Impact on ability to sustain overseas engagement
- ◆ Overall Federal agency strain

Federal preparedness expectations may exceed business capabilities. Businesses without risk management or business continuity programs to implement CDC recommendations may find themselves at a greater disadvantage.

II. Risk Impact Analysis & Business Impact Analysis

State Risk

Commonwealth of Virginia Risk²

- ◆ 1.08 to 2.52 million people sick
- ◆ 12,000 to 28,500 hospitalizations
- ◆ 575,000 to 1.35 million outpatient visits
- ◆ 2,700 to 6,300 deaths

Business Impact

- ◆ Poultry Industry
- ◆ Military bases & facilities
- ◆ Transient populations in N. Virginia & Hampton Roads
- ◆ North Anna & Surry Nuclear

Virginia hosts critical public institutions and infrastructure. How Virginia responds to H5N1 could impact the entire country due to Federal worker populations and Military installations.

II. Risk Impact Analysis & Business Impact Analysis

Local Risk

Richmond-Metro Risk³

Local impact estimates based on anticipated seasonal influenza rates provided by the CDC and population estimates provided by the U.S. Census reports.

Municipality	2005 Population	5% Seasonal Flu Rate	20% Seasonal Flu Rate
Richmond	193,777	9,688.85	38,755.40
Henrico	280,581	14,029.05	56,116.20
Chesterfield	288,876	14,443.8	57,775.20
Goochland	19,360	968	3,872
Hanover	97,426	4,871.3	19,485.20
Powhatan	26,598	1,330	5,320
<i>My Business</i>	<i>650</i>	<i>32.5</i>	<i>130</i>

Businesses need to do the math and compute the potential risk to their workforce.

III. Planning & Preparedness

Strategy

Detect

Leave regional detection to the experts. Identify trusted information sources now; identify communication mediums; get on alert distribution lists; assign monitoring responsibilities for news and information.

Protect

Follow CDC recommendations for protecting staff and reducing incidence and spread of disease in the workplace.

Respond

Develop a reality-based plan in line with the preferred business continuity framework.

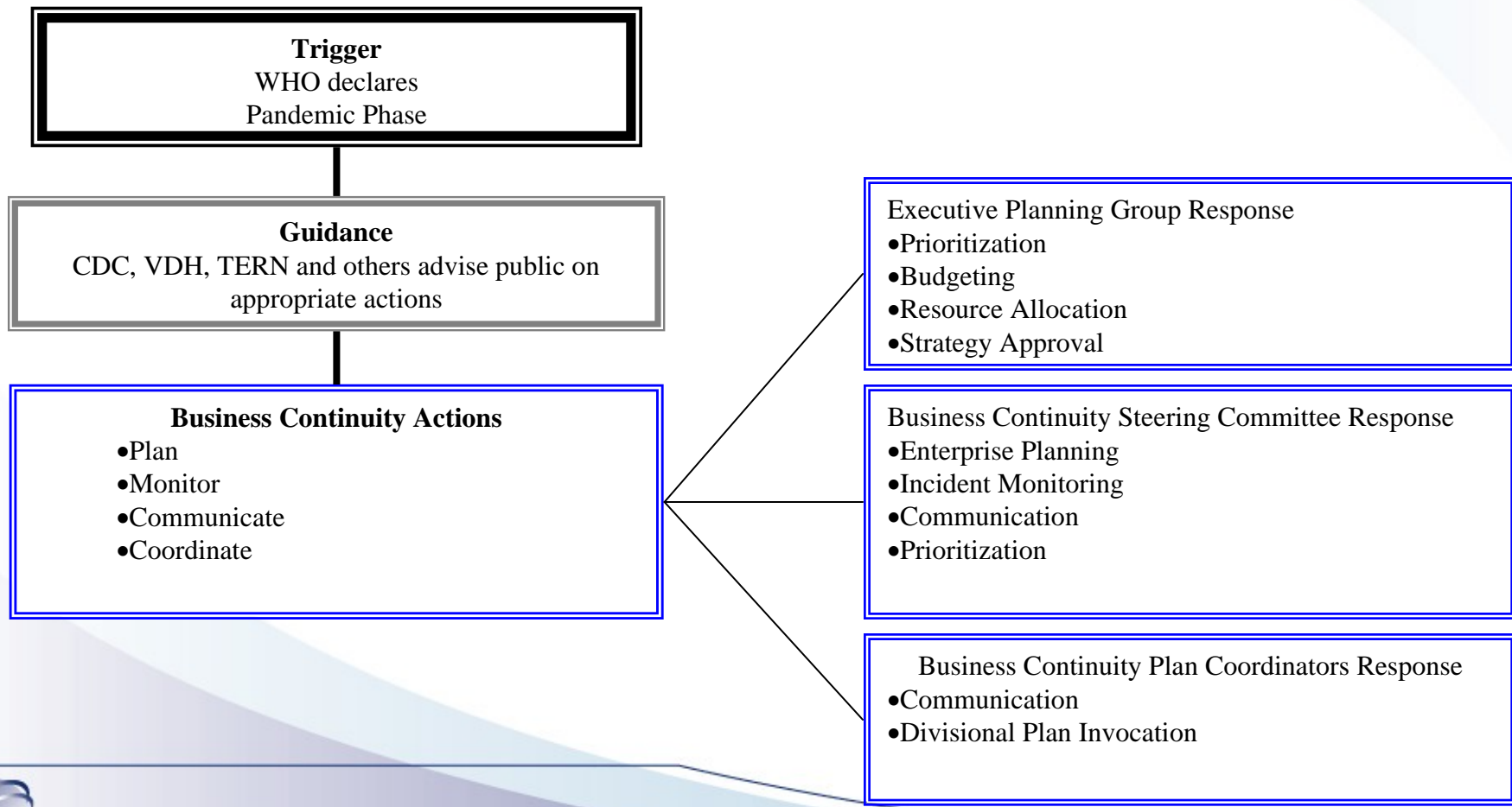
Most business strategies are vulnerable in the Respond phase, unable to:

- ◆ Convince healthy staff to work or accommodate healthy staff with ill family or loss of infrastructure/services (i.e. child care)
- ◆ Staff-up at rates 20-30%, with geographic dispersion
- ◆ Cross train for all key positions
- ◆ Contract/acquire surge resources capable of quick on-boarding
- ◆ Implement technological systems capable of running mission critical business functions without regular human intervention.

III. Planning & Preparedness

Tactical Plans

Operationalize strategy, goals and objectives with clear correlations between triggers and actions. Example:



Resources & Relationships

International Resources

- ◆ Tourism Emergency Response Network [TERN Avian Flu](#)
- ◆ World Health Organization [FluNet \(Global Influenza Surveillance Network\)](#)
- ◆ Public Health Agency of Canada [Public Health Agency of Canada Pandemic Influenza](#)
- ◆ Ontario Ministry of Health and Long-Term Care [Ontario Ministry of Health and Long-Term Care - Influenza Bulletin](#)
- ◆ European Influenza Surveillance Scheme (EISS) [Weekly Surveillance Bulletins - Europe](#)
- ◆ Health Protection Agency [Weekly Influenza Activity Reports - U.K.](#)
- Government of Hong Kong Special Administrative Region, Department of Health [Influenza Surveillance Reports](#)
- Australian Government [National influenza surveillance](#)
- New Zealand, Institute of Environmental Science and Research [Influenza Surveillance Reports](#)

National Resources

- ◆ US Department of Health and Human Services, Centers for Disease Control and Prevention [US Centers for Disease Control & Prevention Pandemic Flu](#)
- ◆ National Biological Information Infrastructure [National Highly Pathogenic Avian Influenza Early Detection Data System](#)
- ◆ United States Department of Agriculture [USDA Avian Flu](#)

State & Local Resources

- ◆ Virginia Department of Health [Virginia Department of Health Pandemic Influenza](#)
- ◆ Henrico ESF-8

Terms & Definitions

- ◆ **BCP** = Business Continuity Plan or Business Continuity Program
- ◆ **BIA** = Business Impact Analysis
- ◆ **CM** = Crisis Management
- ◆ **Cold Site** = Facility... just a facility, void of equipment or resources.
- ◆ **DR** = Disaster Recovery
- ◆ **ER** = Emergency Response
- ◆ **Hot Site** = Facility capable of redundant hosting, fully equipped, up & running
- ◆ **RIA** = Risk Impact Analysis
- ◆ **Warm Site** = Facility that will require some setup to support business or IT continuity, partially equipped